CORE

The Voice of Mineral Exploration/Fall 2013

ON THE ROAD WITH THE PRIME MINISTER AND GOVERNOR GENERAL

IN CONVERSATION WITH BC AMTA CEO LAURIE STERRITT

TRANSPARENCY: A MADE-IN-CANADA SOLUTION

S-IMEW 2013: An 'unreal' experience

PDAC
PROSPECTORS & DEVELOPERS ASSOCIATION OF CANADA

CORE

The Voice of Mineral Exploration
Fall 2013

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IN GOOD COMPANY

PDAC President Glenn Nolan and First Vice-President Rod Thomas share their experiences travelling with Canada's Prime Minister and Governor General

BY SUSAN MOHAMMAD

If you were to count the number of stamps on the passports of PDAC President Glenn Nolan and First Vice-President Rod Thomas, one might easily mistake them for diplomats.

Over the past year, Glenn and Rod have each been invited to visit an array of international destinations on a series of diplomatic trips to discuss issues surrounding trade, education, security and innovation.

In late November, Glenn joined Canada's Governor General, His Excellency David Johnston's delegation to Mexico, Peru and Guatemala with other Canadian leaders in the fields of education, social justice, politics and business.

"I spend time learning about the positive impact that Canada's mineral exploration and mining industry is having on the national economies of each of these countries," says Glenn, who also accompanied Prime Minister Stephen Harper's delegation to Peru later in May. During that visit, the Prime Minister met with the Peruvian President to mark the first bilateral visit between the two countries since a free-trade agreement was put in place in 2009.

"I was extremely proud to be Canadian. Canada is considered the world leader in the industry and other countries really want us to come and work with them," says Glenn. While in Peru, Glenn met with Peru's First Vice-President, Marisol Espinoza Cruz, along with other industry officials in order to strengthen the working relationship between both countries and share best practices.

"I also had a few minutes to have a personal chat with Prime Minister Stephen Harper," says Glenn. "The message I was able to deliver to him is the importance of revenue transparency and community engagement. We have companies going to work in Latin America, including Peru, and when these companies know where our money is going in supporting local projects and communities we feel more comfortable coming in to do that kind of investment."

Glenn adds that since Canadian mining companies work virtually everywhere, including jurisdictions where bribery and corruption is an issue, it's important to keep furthering the dialogue about the need for greater transparency. This is one way for ensuring that Canadian companies continue to be regarded by other nations as among the most ethical.

"Countries in Latin America and Africa really do look at Canada for these standards. If they can get a company coming into their jurisdiction to work they will often choose a Canadian one over anyone else," says Glenn. "We've demonstrated time and again that we have very strong human rights, as well as environmental and health and safety standards for our workers. Furthermore, we support infrastructure and community development projects in the areas we are working in."

One of the highlights of Glenn's trip was being able to sit in on a meeting in which Peruvian executives from the mineral

exploration industry discussed the importance of the work Canadian companies do locally, along with ways to expand Canada's role there.

"PDAC's role in promoting best practices and consultations, along with our work in creating opportunities for infrastructure development and promoting transparency for all companies working outside of Canada, was mentioned several times," notes Glenn.

On another state visit by the Governor General to Ghana, Botswana and South Africa in May, PDAC First-Vice President Rod Thomas described being the only industry representative invited as "an incredible life experience."

During the two-week tour Rod met with high-level community, government, academic, and Canadian consulate officials, and was impressed by how hard the Governor General, his wife and staff worked to represent Canada.

"All of this translates into creating opportunities for Canadians as a whole, and to establish and maintain good relations with these countries where a lot of our expatriates are working," says Rod, who is the General Manager of Votorantim Metals Canada Inc., a wholly-owned subsidiary of the Brazilian multinational Votorantim Metais. "These nations have strong mineral resource sectors. Botswana, for example, is a leading diamond producer and like Canada, South Africa is extremely resource rich which is why it was beneficial to have someone from PDAC present."

Rod, a geologist by trade, will become President of the PDAC in March at the annual convention. His tenure with the association, however, can be traced back to the early 1990s when he was a volunteer on the Convention Planning Committee, though he's attended the event since the 1970s. Rod says back then the convention was synonymous with a "big party" and was largely a North American affair. He would go on to be Chair of the Convention Planning Committee between 2006 and 2008 and says it's remarkable how much the convention has matured both in the increase in attendance and in the breadth and depth of the technical sessions, new programs aimed at engaging students and aboriginal communities, and the quality and number of short courses.

"In my career, the PDAC membership has grown both in terms of numbers and diversity. Our membership now comprises a significant number of Canadian Aboriginals, as well as non-residents, and we are now involved in various types of advocacies," says Rod. "It's through the convention that the PDAC has developed into the respected and effective advocate for the industry that it is today."

Last year, for example, the PDAC's Executive Director, Ross Gallinger, was named by *Embassy Magazine* as one of the top 80 Canadians influencing our foreign policy. In all, 53 Canadian federal government officials also attended PDAC 2013. These are all strong indications, notes Rod, that the federal government recognizes the industry's incredible importance to the Canadian economy.

Going forward, Rod feels it's important to continue educating various stakeholders, such as special interest groups and communities, on the need to evaluate large land areas to find economic mineral deposits in order to help strengthen the industry's case for better land access.

"We need to showcase examples of present-day environmental stewardship programs and social license practices to help the public develop an appreciation of the benefits of mining operations," he says.

As President, Rod plans on continuing the work of his predecessors to grow relationships in Canada and elsewhere and to improve the governance functions of the organization.

"I would also like to encourage the establishment of internship programs where the PDAC works with industry and universities to create opportunities for students considering a career in the mineral industry," says Rod. "These initiatives will also serve to help maintain PDAC's profile as the principal advocate for the mineral exploration and development industry." **c**

Susan Mohammad is a writer, editor and broadcaster whose work has appeared in *Maclean's*, *Canadian Business*, *Listed Magazine* and *Financial Post Magazine*.

Photo credits: Sgt Ronald Duchesne, Rideau Hall
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In conversation with **Laurie Sterritt**

CEO of the British Columbia Aboriginal Mine Training Association

Q&A

From her own experience and through a lot of perseverance, Laurie Sterritt and the BC AMTA are helping to prepare Aboriginals for sustainable careers

Q. How have your own personal experiences shaped your leadership and approach to leading BC AMTA?
A. I was raised in poverty by a single mother who struggled. In part, I was defined by what happened in her life, and what brought her through it. To start with, just to be in a place where she could have a choice. In her first job she was only making $400 more per month than she was on welfare, but what did that allow her to do? It allowed her to build a credit rating. She could get a loan and buy a washer and dryer. There was a whole trickle effect.

I had a very happy upbringing, but it doesn't take away from the fact that I have gone through this evolution as well. Our candidates start at all different places. Some of them were earning zero. Some of them were not even on social assistance, but they were completely dependent, even in their 30s.

Q. So as the CEO, this translates into helping your clients?
A. To help a person go through that transition, wherever they are coming from, to the place of having possibilities is very dramatic to me—not just me, but my whole team of people. We have upwards of 30 employees right now, and we hire based on the ability to translate that passion for making a difference into operational reality. You actually have to have a plan and have a direction, and when you do, powerful things can happen—one little, tiny step at a time.

Q. You have recently released a study that you did with PwC. Can you tell me what the results mean for you, your clients and the industry?
A. It gives us all the numbers, the facts, the figures, the economic impact of what we're doing. Really good information, and we did it on purpose to bring a language to our effort that the business world can digest. Not only for the industry, but for the province and also the country. Hopefully, the report goes a long way to sharing the importance and the value of what we do.

Q. What is BC AMTA doing to build capacity in the communities that you have relationships with?
A. We approach every community, when we're invited, in the same way. We do an evaluation of, first, the demand side. We do a community assessment to figure out what kind of capacity they have now—either for filling the gap with skills and training programs for employment, or for the business side of things to what kind of contract opportunities could there be and how can we help build the capacity of what already exists. For us, the theme of our year is really about creating possibilities.

Then we build a plan for filling in the gaps. It can be that we have multiple cohorts of essential skills upgrading and helping people get through their driver license training, all the way through to mill operator program, trades training, and underground miner, all sorts of really detailed technical training.

Q. What are some of the major challenges you face?
A. The First Nations communities are pretty varied on the level of education that currently exists. In a place like Kamloops, BC, a thriving city with good infrastructure, there are lots of educational tools. I'm working with communities where they know the highest grade level they can offer is Grade 9 and they don't see a way forward. This is not a very remote community. This is four hours away from Vancouver.

Photo credit:
Sharon Barnes Photography

Q&A

"Right now, I feel like I have a responsibility to share this experience and lead in a way that is honest and genuine."

— LAURIE STERRITT

CLOCKWISE FROM TOP LEFT:
BC AMTA candidates from the Cariboo Region access ITA-certified Heavy Equipment Operators training that includes practical experience clearing land for Xatśūll First Nation; Laurie Sterritt delivers inspirational speech to Aboriginal Women in Trades graduates in Kamloops BC; Group tour of Gibraltar Mine (L to R) Mike Blusson, Taseko; David Watkins, BC AMTA Chair; Steve Relkov, Taseko; Nadine Israel, Regional Manager, BC AMTA; Laurie Sterritt, CEO, BC AMTA; Jim Sinclair, President, British Columbia Federation of Labour; Jeanette Jules, Vice Chair BC AMTA, Councillor Tk'emlúps te Secwépemc; Sheila Kelalst Booth, Program Coach, BC AMTA; Christy Smith, Manager, Community and Aboriginal Affairs, Taseko. Photo credits: BC MATA

BIOGRAPHY

Laurie Sterritt is the founding CEO of First Resources Impact Ventures (First Resources) and the founding Executive Director of the BC Aboriginal Mine Training Association (BC AMTA), an Aboriginal skills and employment program launched in 2009.

She came to BC AMTA from a senior role at Vancity Credit Union, and has also worked as an executive recruiter and as a project and special event manager. Laurie earned her Bachelor of Commerce degree at UBC and was certified as a Professional Fund Raiser by the University of Indiana. She joined the Board of the BC Institute of Technology in 2011 and now sits as the 1st Vice Chair. Her commitment to community service includes roles with the BC Mining Industry HR Task Force and formerly with the Minerva Foundation for BC Women—Combining our Strengths Council.

Laurie is committed to improving the economic health of Canada's Aboriginal population by systematically reducing or removing barriers to employment and entrepreneurship for First Nations within the natural resources sectors. Laurie is a member of the Kispiox Band of the Gitskan Nation and grew up in Campbell River, BC.

Follow Laurie on Twitter @Laurie Sterritt

Q&A

Q. What is the key to BC AMTA's success in brokering relationships between companies and communities?
A. We have the best group of employees to do the real, genuine engagement and build trusting relationships and help the community understand that we are there to build a prescription from their point of view. There are more than 200 First Nations communities in BC. We are pretty closely involved with 75 per cent of them. That takes time and commitment. It's figuring out that part and understanding the demand side of the equation, whether it's a mine that's already running or if it's a new project, and how we interact with the contractors on site.

Q. Do you think that there is a particular condition or environment in British Columbia that has allowed for more success?
A. There are probably a number of different things and, again, it's different all over the province. We have had a couple of First Nations very integrated and very much a part of changing the way governments and industry face this challenge. The Tseycum and Skeetchestn communities have been instrumental in changing the paradigm. It was a very long process and they put years into changing the paradigm. Now they are willing to share [what they have learned] with other First Nations.

The government agreements or the company agreements are not perfect. But the process was set out in a way that was well documented and in the public view. They are willing to take all of that and share it with other First Nations and say: "You don't have to be afraid. It might be messy. It might be hard. You might not trust. But, if you just enter into the process and work it through the way that suits your community, you can get to something that is workable." I think that really has helped.

Q. Do you see that there is a lot of work being done on the federal level or the provincial level to actually truly make sure these partnerships happen?
A. I think that's a loaded question. Do I see it? Well, I hear about the conversations. Do I see the results or do I see any change? I don't think so. That, in a way, is what keeps me focused. Our organization is really good at focusing, either in downtown Vancouver or out in the most rural community, on results. How are we going to get to there? If there's one person in front of us, how are we going to get that person to where they want to go with their own engine, their own brainpower and their own effort? Then take that out to a community. We started a brush fire with a little spark. It's spreading. It's spreading across BC. It happens to be that mining jobs are part of the fuel. It's pretty inspirational to be on the ground with these communities and see the impact.

Q. What advice would you give to companies looking to build stronger relationships with communities?
A. I'd have to know the company before I'd be really prescriptive. In general, I think there has to be a diligence to making sure the top of the house is genuine, authentically committed to inclusion and healthy working relationships with the local First Nations. If that is so, the diligence has to be put on how that trickles down into the organization. It's a business imperative. The companies need the people. It doesn't matter where they come from.

Q. What advice would you give communities to make sure that they're getting the most out of a potential relationship with a company?
A. I think the first thing is to not be afraid to do a clear assessment of where you are on the skills. What is that? The spectrum of skills. The spectrum of experience. That should not be a barrier. There are organizations like mine that can assist. But once you get through that initial phase of asking the question: "Are there possibilities in these external relationships with industry? Are we willing to look at those possibilities?" If yes, we can help.

But, when it comes to this, try to quell your fears and look at them as possibilities. If you want to move forward, don't be afraid to ask for help and be really, really open about what you need. Then there's a whole other conversation around the political will. If the political regime changes, does that mean the direction changes? Where does that agreement on those possibilities, where does that come from? Is it the membership, or is it the politics, or is it something else? If it's driven by the membership, we're ok. Also, we're not into signing agreements that would commit that community to one direction forever. We don't do that. We're just there helping individuals get through their path. It's a fine balance. **c**

TRANSPARENCY:

A made-in-Canada solution

As Canada develops tighter rules surrounding company payments, the PDAC is primed to take a leadership role in working with government

Just prior to the G8 Summit in June, Canadian Prime Minister Stephen Harper announced that Canada was establishing new mandatory reporting standards for Canadian resource companies to enhance transparency of the payments they make to governments.

"Canada is recognized as a world leader in promoting transparency and accountability in the extractive sector both at home and around the world," Prime Minister Harper said during the announcement in London before the G8 Summit in Northern Ireland. "Canada's participation will help transform the way industry reports payments worldwide."

When it comes to putting words into action, the Canadian exploration and mining community was ahead of the game and had been working for nine months on a framework for the mandatory disclosure of payments to governments made by Canadian mining companies.

In September 2012, the Prospectors & Developers Association of Canada (PDAC), along with the Mining Association of Canada (MAC), partnered with Publish What You Pay – Canada (PWYP) and the Revenue Watch Institute (RWI) and signed a groundbreaking Memorandum of Understanding (MOU) to form the Extractives Resource Revenue Transparency Working Group with the goal of establishing greater transparency in the Canadian extractive sector.

Since that time the Working Group has developed a draft framework for the mandatory disclosure of all payments made to government by all exploration and mining companies listed on Canadian stock exchanges. The goal of the framework, which is built on 11 specific principles (check sidebar), is to aid investor analysis and provide citizens in resource-rich countries with the tools they need to hold governments accountable for the use of natural resource revenues. The draft framework is available online and was open for public comment until September 1, 2013.

This information will help assure communities that they are receiving appropriate benefits from both mining operations and governments. "More transparent payment information also puts investors in a better position to analyze the financial and political risks associated with development," adds PDAC Executive Director Ross Gallinger.

Resource revenues are often a critical source of income for communities and governments in developing countries. When managed properly and with adequate oversight they can be a powerful engine for sustainable development, and publically disclosing revenues paid to governments is a first step towards creating the transparency that underpins public

This information will help assure communities that they are receiving appropriate benefits from both mining operations and governments.

accountability. Transparency also helps to maximize the contribution the exploration and mining sector can make to sustainable socio-economic development.

Governments in key capital markets, such as the United States and the European Union, have already moved to implement mandatory reporting requirements for extractive companies. Canada is a critical market and hub for the mining industry and the international reach of Canadian companies is significant. Nearly 60 per cent of the world's mining companies are registered in Canada. Furthermore, more than 1,000 Canadian exploration companies are active in 100 countries, most of which are only publically listed in Canada. Canadian stock exchanges, the TSX Toronto and TSX Venture exchanges in particular, host a large share of total global mining sector market capitalization. As such, the Working Group is acutely aware that Canada should be looking to lead the international community in promoting best practices for its companies, at home and abroad.

"Moreover, companies also don't want to keep adjusting their accounting systems for different countries," adds Gallinger. "Globally, having alignment in terms of what is going to be reported, when it is going to be reported, and the format would be very beneficial."

Tony Hodge, President of the International Council on Mining and Metals, agrees. "This is going to lead to better information," says Hodge, adding that Canada is wise to work with the provinces, including provincial securities regulators, and First Nations since they all play crucial roles in the mining sector. The Government of Canada has committed to consulting with provincial and territorial counterparts, First Nations and Aboriginal groups, industry and civil society organizations on how to establish the most effective reporting regime. While the Working Group's draft recommendations focus on exploration and mining companies and payments to local, regional and national governments, the Government of Canada has proposed to expand the scope to oil and gas companies, as well as payments made to Aboriginal groups.

Several major mining companies have publically supported the move toward greater transparency, saying they are committed to even more transparency and are already reporting some of this information voluntarily. Barrick Gold Corp., for example, the world's largest gold producer, already reports tax and royalty payments to each country where it operates and adheres to U.S. disclosure rules under the Dodd-Frank Act.

The next steps for the Working Group will be to review comments on the draft framework and make any necessary adjustments based on the feedback received. The final framework will be shared with the Government of Canada, and the PDAC will continue to support the government's consultation efforts with the aim of ensuring that the transparency requirements implemented for Canadian companies are reflective of the needs and issues our members deal with every day in the field. "The goal throughout this process is to hear the concerns of our members and to work closely with government to find solutions," says Gallinger. "The PDAC has been the voice of the mineral industry for 81 years and this is an important moment for us to lead in the promotion of transparency and accountability in the extractive sector." c

THE SPECIFIC PRINCIPLES OF THE RESOURCE REVENUE TRANSPARENCY WORKING GROUP

1. Definition of Extractive Company
While the scope of this framework is mining focused, the participants recognize the overarching goals of the PWYP coalition to expand this reporting to all extractive sectors, to ensure a level playing field and consistency with US and European laws.

2. Definition of Project
With respect to defining a "project," the RRTWG is seeking a definition that:
a. Provides robust guidance on how to interpret the term 'project' in a manner that meets the rules' objectives;
b. Offers companies flexibility to apply the term 'project' to different business contexts, as long as this results in citizens having access to the information that will help them hold their governments to account and captures payments made by companies;
c. Is consistent with the Dodd-Frank definition, which suggests that a 'project' most closely relates to legal agreement(s) that determine the flow of payments between companies and governments, and which prohibits the use of the following definitions of a project:
   i. Project as a country;
   ii. Project as a geological basin;
   iii. Project as a reporting unit;
   iv. Project as material to the company.

3. Reporting Threshold
The RRTWG is seeking a threshold that:
a. Results in the disclosure of payments that are material to citizens;
b. Captures payments made throughout the mining life cycle;
c. Does not create an unreasonable burden on companies;
d. To the extent possible, reduces the possibility of duplicative reporting.

4. List of Payment Categories
The RRTWG is seeking a list of payment categories that:
a. Captures all payments made to governments above a reasonable minimum threshold;
b. Provides relevant information without creating an unreasonable burden.

The RRTWG is seeking disclosure in a format that results in information that is readily available, clearly identified and easily retrievable, with currency and unit of payments that are clearly identified.

6. Commercial Development
The RRTWG is seeking a definition of "commercial development" that refers to all stages of the project life cycle, i.e., from exploration to closure, and all points of the extractive value chain, i.e., from the point of extraction to the point of export or sale.

7. Exemptions
The RRTWG is looking to:
a. Prevent uneven reporting and differential treatment of companies;
b. Discourage states from anti-transparency behaviour.

8. Verification/Audit Requirements
The RRTWG is seeking to ensure the accuracy of information being reported, in line with international best practice and accounting standards.

9. Regularity of Reporting
The RRTWG is seeking to:
a. Ensure timely reporting on an annual basis;
b. Ensure companies have adequate time to prepare disclosures.

10. Schedule of Implementation
The RRTWG is seeking to ensure companies have an adequate period of time to implement or adapt existing reporting systems to comply with new disclosure requirements.

11. Penalties and Liability
The RRTWG is of the view that penalties and liability should be reasonable and proportionate, while encouraging compliance.

For more information, go to:
www.pwyp.ca/en/issues/transparency-working-group

S-IMEW 2013: AN EXP

UNREAL

PERIENCE

The PDAC's annual workshop for geoscience students in Sudbury continues to gain momentum and is garnering the attention of government officials

BY KRISHANA MICHAUD

There was a rousing chorus of "That was so UNREAL!" as 26 geoscience students emerged from KGHM's McCreedy West mine in Sudbury, Ont. I've been underground twice at McCreedy West and I can tell you that this was the most appropriate response to emerging from 2,000 feet underground. For many of the students it was their first time underground and they had just been exposed to some remarkable bands of mineralization of the Cu-Ni-PGE orebody that lay below.

This was just one day in the intense two-week Student-Industry Mineral Exploration Workshop (S-IMEW) that the PDAC organizes for upper-year geoscience students from across Canada with the goal of introducing them to all aspects of the mineral exploration industry.

The workshop, now in its seventh year, kicked off on May 4 with a keynote presentation by Shawn Ryan of the new Yukon gold rush who spoke passionately about his journey and the science that led him to White Gold, a multi-million ounce gold deposit. By the end of the night, Ryan had attained literal rock star status with this group—they had so many questions for him and were so interested in his story that he came back to the residence that night to continue the conversation that lasted into the wee hours of the morning.

We were also delighted to have the Honorable Joe Oliver, Canada's Minister of Natural Resources, join us for a tour of the Podolsky mine site in Sudbury. Minister Oliver used that opportunity to highlight the government's renewal of the Mineral Exploration Tax Credit (METC), and stressed the importance of the mineral exploration industry to Canada.

S-IMEW gives students unique access to a high level of industry expertise on a wide range of topics that make for a well-rounded geoscientist. Every year we invite distinguished guests to engage with our students and S-IMEW would not continue to exist without our 70-plus industry volunteers and the companies that very generously give of their time and make their operations and staff available to teach our students.

During S-IMEW, students learn about regulatory requirements, mineral economics, flow-through shares, exploration and government mapping techniques, geophysics, geochemistry, health and safety and corporate social responsibility, smelter and mine operations and so much more.

Presenters, who are typically senior management representatives in the industry, have given "some of the best lectures I've ever had," said Nick Joyce, a recent graduate

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FAR LEFT: Kei Quinn, University of Victoria student, recording bedding measurements during a mapping exercise with the Ontario Geological Survey.

LEFT: Jordan Roberts, Western University student (left), and Nicholas Joyce (right), University of British Columbia student, examining mineralogical properties and testing rock magnetics during a tour of the Sudbury Basin.

RIGHT: From left to right, S-IMEW Co-Chair and PDAC Director Felix Lee, PDAC President Glenn Nolan, University of Ottawa student Marie-Ève Lajoie, President and CEO Jennings Capital and S-IMEW speaker Daryl Hodges, and Laurentian University student Brent Rouble at the Welcome Reception.

Photo credits: Brianna Séjourné

of the University of British Columbia's geology program who appreciates the investment PDAC and industry have made in the program. "For the students who are really interested in having a career in mineral exploration this is the place you want to be, so it's pretty darn competitive getting in," adds Nick. "It's an absolutely unique opportunity to get a crash course in all the facets of the business, from the perspective of mineral exploration."

Chris Drielsma, Vice President of Operations at DGI Geoscience Inc. and a geophysics day speaker, feels the same way. "Seven years ago, PDAC started to arrange the workshop and DGI Geoscience has participated for the last six. It really allows students to see all the types of things they can do in the mineral exploration industry and the types of knowledge, options, expertise and technology that (are) available to students if they choose to proceed in this career". He adds that it was incredible to see how motivated the students were and he was excited to see them asking so many questions and then relating what they've learned to their studies.

Drielsma also points out that S-IMEW is a truly unique experience: "As an industry representative, what you get is a chance to speak to the bright and upcoming leaders of tomorrow who are just about to enter the workforce, and be able to show them what options are out there, which is much broader than what they can learn in university in terms of the potential applications." In past years, Drielsma has even hired some students out of the program. "I can tell you that the participants are just top-notch," he noted.

S-IMEW was created in 2007 out of an essential need to encourage geoscience students to pursue a career in mineral exploration and improve the overall health of the industry by increasing interaction between students and industry professionals. "We saw a need for getting students up to speed in terms of their job readiness to go out in the field, and not just in terms of the traditional geology area of being an exploration geologist," says PDAC Executive Director Ross Gallinger. "It is important for students to think about their career in the sector moving forward as well, and to give them exposure to a variety of things that would create possibilities for them in the future."

The workshop brings students to the front lines of the industry, leaving them with a positive outlook and enthusiasm to pursue a career in mineral exploration.

The industry exposure that students acquire during S-IMEW is unmatched anywhere else. In addition to the Welcome Reception, the Closing Dinner and the Grillin' n Drillin' BBQ, large events that we invite all volunteers, sponsors and local industry to attend, students engage with industry professionals every day. We appreciate the importance of networking to our industry and make every effort to bring together students and industry during S-IMEW.

This workshop probably accounts for the two most tiring weeks of my year, but I feel incredibly lucky to be a part of such a fun and rewarding program. I've seen three cohorts experience S-IMEW, and each year the amazement and gratitude for the rocks they've seen, the people they've met and the things they learned never gets old. It's unbelievable the lasting impact that S-IMEW makes on these students and the PDAC and I are extremely grateful to our dedicated speakers, sponsors and volunteers who continue to support the program; you have a stake in shaping the leaders of our industry. **c**

Krishana Michaud is PDAC's Manager, Student Programs.

S-IMEW HIGHLIGHTS

- **Dr. Steve Scott, University of Toronto, presented on massive seafloor sulphide deposits at the S-IMEW Closing Dinner. Nautilus Minerals generously provided a black smoker, on loan for the dinner, that students were able to examine. This black smoker is from the Solawara 1 site in the Marms Basin offshore eastern Papua New Guinea at 16 metres water depth. The sample contains high concentrations of copper, gold and silver and is from a deposit that Nautilus Minerals intends to mine.**
- **A visit to Pyke Hill located at Potter Mine in the Munro Township. This is a world-class locality for komatiites where students saw classic spinifex features which were readily visible and apparent within those late Archean rocks of the Abitibi Greenstone Belt.**
- **Tour of Glencore Xstrata's Nickel smelter operations, a drill site and the exploration core shed.**
- **A tour of Goldcorp surface operations at Dome Mine.**
- **An underground tour at McCreedy West mine and rock sampling of Cu-Ni-PGE rich rocks at 2000 feet below surface.**

Natural Resource Minister, the Honourable **Joe Oliver**, on the importance of the mineral and mining industry in building a prosperous future for all Canadians

BY JOE OLIVER

Canada's exceptional endowment of natural resources forms the backbone of our national economy. So we have an enormous opportunity. The world is hungry for natural resources and demand will rise significantly over the coming years. Canada must act now to develop our resources, build the infrastructure and diversify our markets. Our Government is engaged in putting in place the building blocks industry needs to meet this challenge and reap enormous benefits now and for future generations.

Natural resources directly and indirectly account for almost a fifth of our nation's nominal Gross Domestic Product (GDP) and more than half of our merchandise exports. It also directly and indirectly employs 1.8 million people and contributes $30 billion annually to government revenues to fund crucial social programs like health care and education.

Canada is one of the leading mining nations in the world and punches well above its weight. Canada's mining sector broke records in 2011 for exploration spending, production, and exports. In 2012, over 400,000 Canadians were employed in mining and mineral processing. The industry contributed $53 billion in real GDP to the Canadian economy and mineral exports accounted for 20.4% of total exports. We also remained the world's top destination for mineral exploration, attracting 16% of global exploration spending.

Canada produces more than 60 minerals and metals and ranks among the top global producers of many key commodities including potash, uranium, nickel, zinc, cobalt, gold, and diamonds. Close to 60% of the world's publicly listed mining companies list on the TSX or TSX Venture Exchange. In 2012 they raised more than $10 billion, accounting for 70% of equity raised globally in the mining sector.

Hundreds of major natural resource projects are currently underway or planned over the next 10 years, worth $650 billion in investment. This includes minerals and metals projects valued at $170 billion.

As we know, where development takes place, jobs take root. An expanding mining industry requires more skilled labour. In August, I joined Prime Minister Stephen Harper on his annual Northern tour where he announced a contribution of $5.6 million over four years to support the creation of a new Centre for Northern Innovation in Mining at Yukon College, as well as a contribution of more than $5.8 million over two years to the Northwest Territories Mine Training Society for a new mining sector-skills training program. These initiatives will help Northerners and Aboriginal communities gain the skills they need to access the jobs and prosperity generated by the growing industry.

The mining industry also needs current geological knowledge, particularly in the North. In 2008, our Government introduced the Geo-mapping for Energy and Minerals (GEM) program to provide modern public geoscience knowledge that supports evidence-based decisions for resource investment and land-use planning in the North. Research supported by GEM has resulted in new exploration investments by over 100 companies.

While in Rankin Inlet, the Prime Minister announced Phase II of GEM. An additional $100 million over the next seven years will advance the goal of mapping the North's areas of high resource potential. This scientific knowledge benefits Northerners through direct employment and the ability to make informed choices about their future prosperity and well-being.

OPPOSITE PAGE: The Honourable Joe Oliver speaking at the PDAC 2013 Convention.
ABOVE: Minister Oliver chats with the group during his visit to S-IMEW 2013.

Of course, we have a responsibility to develop our resources responsibly and safely. Our plan for Responsible Resource Development (RRD) achieves the balance Canada needs to unleash the potential of the resource sector, while ensuring strong environmental protection. RRD is making project reviews more predictable and timely, reducing duplication, improving environmental protection, and enhancing Aboriginal consultation.

To position Canada as a global leader in responsible mining development, the Government of Canada is working with industry on the Green Mining Initiative (GMI). GMI is reducing environmental impacts through innovations in waste management, mine closures and rehabilitation and ecosystem risk management.

In June, we announced our intention to develop new mandatory reporting standards for Canadian extractive companies to enhance transparency on payments made to governments. This will enhance Canada's reputation as a world leader in promoting transparency and accountability.

Our Government continues to help make Canada the best place in the world to do business. Economic Action Plan 2013 extended the 15% Mineral Exploration Tax Credit (METC) for another year to provide junior mining companies with improved access to the venture capital they need to finance exploration activities. We are ensuring Canada's international taxation system achieves an appropriate balance between protecting the tax base and maintaining Canada's position as a leading jurisdiction for exploration and mining companies.

The mining industry is a star performer in Canada's economy and this industry is essential to the Harper Government's goal of jobs, growth and long-term prosperity. Together we can meet the challenges and unleash Canada's full mining potential for a bright and prosperous future. **c**

What do Canadians really think about mineral exploration and mining? A pollster, pundit and provocateur share their insights

THE POLLSTER
Darren Karasiuk
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THE PUNDIT
Pierre Bourque
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THE PROVOCATEUR
Michael Ras
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The mineral exploration and mining sector in Canada employs more than 300,000 individuals and delivers billions of dollars in revenue to federal and provincial coffers. The sector is active across Canada in every province and Canada's global dominance in exploration and mining has made it a leader in finance, CSR, and supply to name just a few. While PDAC and other industry research suggests that Canadians support the sector, there are strong opinions within the sector that that may not be the case.

Anyone who works within the sector can easily highlight the value to Canada's economy and to Canadians through the products that minerals create and the value for our economic and social welfare. Studies consistently rank Canadians as some of the best educated in the world, yet they tend to be poorly informed about the exploration and mining sector, its products and processes.

So what do Canadians really think about mining? We hosted a virtual roundtable discussion with Darren Karasiuk, Vice President, VP of Strategy, Corporate and Public Affairs, Natural Resources Practice Lead, Environics Research; Michael Ras, a public affairs veteran; and Pierre Bourque, media personality and publisher of the eponymous BOURQUE NEWSWATCH, to discuss the issue.

Question: Do we overestimate the average Canadian's level of knowledge of the sector?

Darren Karasiuk: Most industries tend to overestimate how much the average Canadian knows—or cares—about it. This is particularly true about industries that are neither consumer focused, nor high-profile. All of this holds true with mining. Our research has shown that the average Canadian has a superficial understanding of the industry at best.

Pierre Bourque: Absolutely. Investment media is acute, but broad media coverage has been traditionally meager and seemingly getting more sparse given the economic times we are going through. Also, the increasingly limited traditional areas where industry itself and its various players can gain exposure. New media and social media, however, are opening doors that most in this industry have yet to realize exist, let alone embrace to the benefit of their brand, their shareholders, and the broader public in general.

Michael Ras: The level of knowledge is overestimated. Despite Canada's vast geography, Canada is also one of the most urban nations in the world. Seventy per cent

of the population lives in urban areas and 75% of Canada's population lives within 100 miles of the Canada/U.S. border. All this is to say that the majority of Canadians have little appreciation of what is happening in vast tracts of the country.

Q: How do Canadians feel about exploration and mining?
PB: Canadians have a mixture of curiosity, pride, and concern when it comes to exploration and mining. Curiosity, because I sense most Canadians are unaware of how big an economic powerhouse this sector is in the overall Canadian economy. Pride, when they are reminded that Canada was built on the development of exploration and mining and when they realize our private sector players not only operate on a global scale, but they are global leaders. Concern, because often news that becomes public currency in Canada's current affairs discourse is negative and centres around a disaster of some magnitude, or a dispute with stakeholders or a business practices scandal. The industry should do more to not only sing its praises, but to show leadership in all these areas too.

MR: I suspect that Canadians—if they have any knowledge at all—have a romantic and historic view of exploration and mining. They probably see it through the lens of popular culture and that lens will conjure images of hard men working in hard conditions, their faces covered in coal dust working away in deep mines. The image of prospectors—for many—probably goes back to images of prospectors panning for gold in the Yukon at the turn of the last century. In other words, for many Canadians the image in their mind is at least a few decades (if not a century) out of date and unaware of the present realities. They don't understand the high-tech nature of the industry and they don't understand the economic impacts to their own everyday lives.

DK: Our research has found that most Canadians don't distinguish between mining and drilling for oil. Both involve pulling something out of the ground so, for all intents and purposes, they are the same thing to the average Canadian. Certainly the average Canadian has no idea about the 'process' of mining or how important the mining industry is the Canadian economy.

Q: So, what are Canadians concerned about?
PB: In my conversations with Canadians, environment would top the list by a wide margin. Followed by the sector as an investment opportunity. I think Canadians are also pretty interested in knowing about transparency meaning—honest business practices, inclusiveness, when dealing with both public and private stakeholders, whether within Canada or abroad.

DK: The big issue is the environment. More specifically, when it comes to mining, Canadians' top three environmental concerns are ground water contamination, soil contamination and toxic chemicals. But a secondary problem is that views on mining and the environment are likely driven as much by perceptions about the oil and gas industry and its environmental track record. When Canadians are exposed to messaging about the environmental problems surrounding fracking or oil sands development, it carries over into negative perceptions about mining and clearly that isn't a good thing.

MR: Darren and Pierre are right. The average Canadian romantic view of their country is one of unspoiled vistas and vast wilderness—even if they rarely see that part of the country. So it naturally follows that Canadians want to feel that they are supportive of a clean environment. Pierre also raises the point about transparency and this is a trend seen around the world. Canadians expect to be consulted on everything, especially if it's something impacting their community.

Q: Where are the significant opportunities for companies to improve their profile and public perception?
PB: Pro-active communication and transparency are the halcyon calls of tomorrow's success. Industry players, big and small, should embrace both and deploy consistently to drive the appropriate running narrative. Own the direction, propel the message, control the story.

DK: It's early days—certainly when compared to what the oil and gas industry has been doing over the last decade or so—but I think there is opportunity in three areas. First, work on distinguishing mining from anything oil and gas related. Oil and gas, particularly when it comes to fracking and the oil sands, has some baggage so a little distance between the two industries isn't a bad thing. Second, communicating about how mining and minerals are integral to our everyday life may help with building positive, general awareness. Last, play the national—or local—pride angle. Canada is a leader in mining. By most measures, the leader.

MR: I think Darren is right that putting a little distance between mining and oil and gas will be helpful, but the reality is that the challenges facing the mining sector are the same as the challenges facing oil and gas. Bottom line, they are both industries that exploit the natural environment. The degree to which that exploitation is mitigated is the measure of how the industry will be perceived by the general public.

If there is a communications vacuum, it will be filled by misinformation and the opponents of your industry who have other agendas. Stay to the high-road, provide compelling facts and constantly communicate. The mining and exploration industries need to do a much better job of assuring the public that they are acting in a responsible, conscientious and safe way. Only then can they also layer on messages about what mining means to the economy, employment and international investment. **c**

PDAC 2014 CONVENTION

The PDAC's 82nd Convention is just around the corner. Check out the latest news!

PRESENTATIONS & SPEAKING OPPORTUNITIES

Innovation Forum

The Innovation Forum provides companies an opportunity to inform convention visitors of their innovations. Examples can be new products, services, exploration developments, discoveries, legislation changes, or recent technical or commercial successes. *New for PDAC 2014* Exhibiting companies, companies who are not exhibitors and CAMESE members will be given the opportunity to apply and take part in the Innovation Forum.

For more information and to apply, visit the Exhibit & Presentation Opportunities page of the convention website. The deadline to apply is Monday, November 11, 2013 at 5:00 pm EST.

Open Session

PDAC invites policy and technical papers for presentation during the Open Session at the PDAC 2014 Convention. The Open Session is always popular with delegates who wish to learn more about subjects not often covered in the themed Technical Sessions. There is no fee to participate and all interested individuals are welcome to apply. The types of papers chosen for presentation vary from year to year. Presentation slots are 25 minutes in length.

More information can be found on the Exhibit & Presentation Opportunities page of the convention website. The deadline to apply is Thursday, November 14, 2013 at 5:00 pm EST.

Presentation Rooms

Presentation Rooms are a great way to enhance an organization's visibility, launch a product, present a workshop, meet clients and prospects and/or make a presentation about your mining jurisdiction or company.

The Presentation Room application form and floor plans are available on the Exhibit & Presentation Opportunities page of the convention website.

Technical Sessions

The PDAC 2014 Convention Planning Committee designs the program and invites appropriate speakers to present. Hear the experiences of industry experts and your peers on next and best practices. These sessions allow attendees to listen to experts' views and gain timely insights that can be utilized right away.

Technical Session themes:

- Abitibi breaks
- Maximizing company profits and growth by acquisition
- Alternative financing sources for junior resource companies
- Commodities and market outlook
- Diamonds: Where do we go next?
- Working with BRIC countries: Exploration, operation and investment
- Geometallurgy: The critical link between the deposit and the mill
- Geophysics
- Human resource development and the mining industry
- Jackpot at 2200 Ma: West Africa
- Keynote session: Sharing mineral wealth
- Mineral economics: Approaches to understanding and managing uncertainty and risk
- New discoveries and developments
- Peruvian porphyry copper deposits
- Current developments in financial markets and public disclosure
- South Africa: An anniversary, new challenges and opportunities
- Specialty metals and industrial minerals
- Wealth in weathered rocks
- Zinc

EXHIBIT OPPORTUNITIES

Core Shack

The Core Shack provides a venue for drill stage projects that are generating exciting new results to display their core and discuss the results with interested attendees. Why not display your maps and technical information alongside your best rock samples in the PDAC 2014 Core Shack?

The Core Shack is divided into two sessions of two days each. Successful applicants will be assigned exhibit space in either Session A or B. Session A takes place on Sunday and Monday, March 2-3 and Session B on Tuesday and Wednesday, March 4-5.

If your company has exciting drilling, trenching or outcrop samples that you would like to share with your fellow explorers and developers, you should apply for the Core Shack. Should your project be selected, you will receive (at no charge and for two days) an exhibit booth to display your core samples.

For more information or to apply, visit the Exhibit & Presentation Opportunities page of the convention website. The deadline to apply is Friday, November 15, 2013 at 5:00 pm EST.

NEW FOR PDAC 2014

Reception Rooms

Reception Rooms are located in the North Building of the Metro Toronto Convention Centre and will be available for rental from March 2-5. Reception Rooms are ideal for small receptions of 50-100 people. These rooms can be rented in two-hour slots.

The PDAC 2014 Reception Room application form and floor plans are available on the Exhibit & Presentation Opportunities page of the convention website.

PDAC 2014 Convention Video – A Guided Tour

Produced by an award-winning team, the PDAC 2014 Convention Video – A Guided Tour, will highlight what's new at Convention and enhance each attendee's experience. Viewers will discover the benefits of using the convention website and mobile convention guide as effective planning tools to take advantage of networking opportunities, the outstanding Technical Program, innovative show features, new and improved services and our amazing evening events.

Along with producing this invaluable Guided Tour of PDAC 2014, there is an opportunity to be the inaugural video sponsor.

This is an exclusive opportunity to advance your company's reputation and be the first industry leader to officially welcome over 30,000 international attendees to the Convention, as well as reach a larger global audience and key journalists on PDAC social media sites. To partner with PDAC in welcoming global delegates to the industry's largest convention and promote your company at PDAC 2014, contact Lynne Beckett at **sponsor@pdac.ca** or 905 336 3529.

Social Media Hub

In response to both supplier and delegate requests, PDAC has created a new Social Media Hub and Twitter Wall that will be the centre of social networking at PDAC 2014. Located on Level 800 in the corridor between the Investors Exchange and Trade Show, the Twitter Wall consists of two 80-inch screens side by side and is available as a sponsorship opportunity. Picture your company's Twitter Wall on one screen and the official PDAC 2014 Twitter feed on the other. This is an amazing opportunity to showcase your credentials and social media clout. To sponsor the Twitter Wall at PDAC 2014, contact Lynne Beckett at **sponsor@pdac.ca** or 905 336 3529.

BUILDING YOUR BRAND AT CONVENTION

Since the PDAC 2014 Global Sponsorship and Marketing Program was launched on August 20, there has been keen interest in the variety of sponsorship opportunities and new electronic and digital communications that offer prestige marketing value and measurable results. Interested sponsors can access the list of sponsorship opportunities on the PDAC convention website under Sponsors, Opportunities.

Whether you are a junior exploration company or industry giant, the PDAC 2014 Global Sponsorship and Marketing program delivers consistent and creative opportunities to showcase your brand, achieve a high level of visibility and differentiate your company from its competitors.

To reach your target audience with a customized sponsorship package, contact Lynne Beckett, Program Manager, Global Sponsorship and Marketing, at **sponsor@pdac.ca** or 905 336 3529.

LUNCHEONS

Join us at the Mineral Outlook Luncheon on Monday or the Panel Luncheon on Tuesday—or both—during the Convention. Current hot topics that have captured media attention in the last year are sure to be discussed and debated. Tickets are $70 for each luncheon and may be purchased when registration opens in December. **c**

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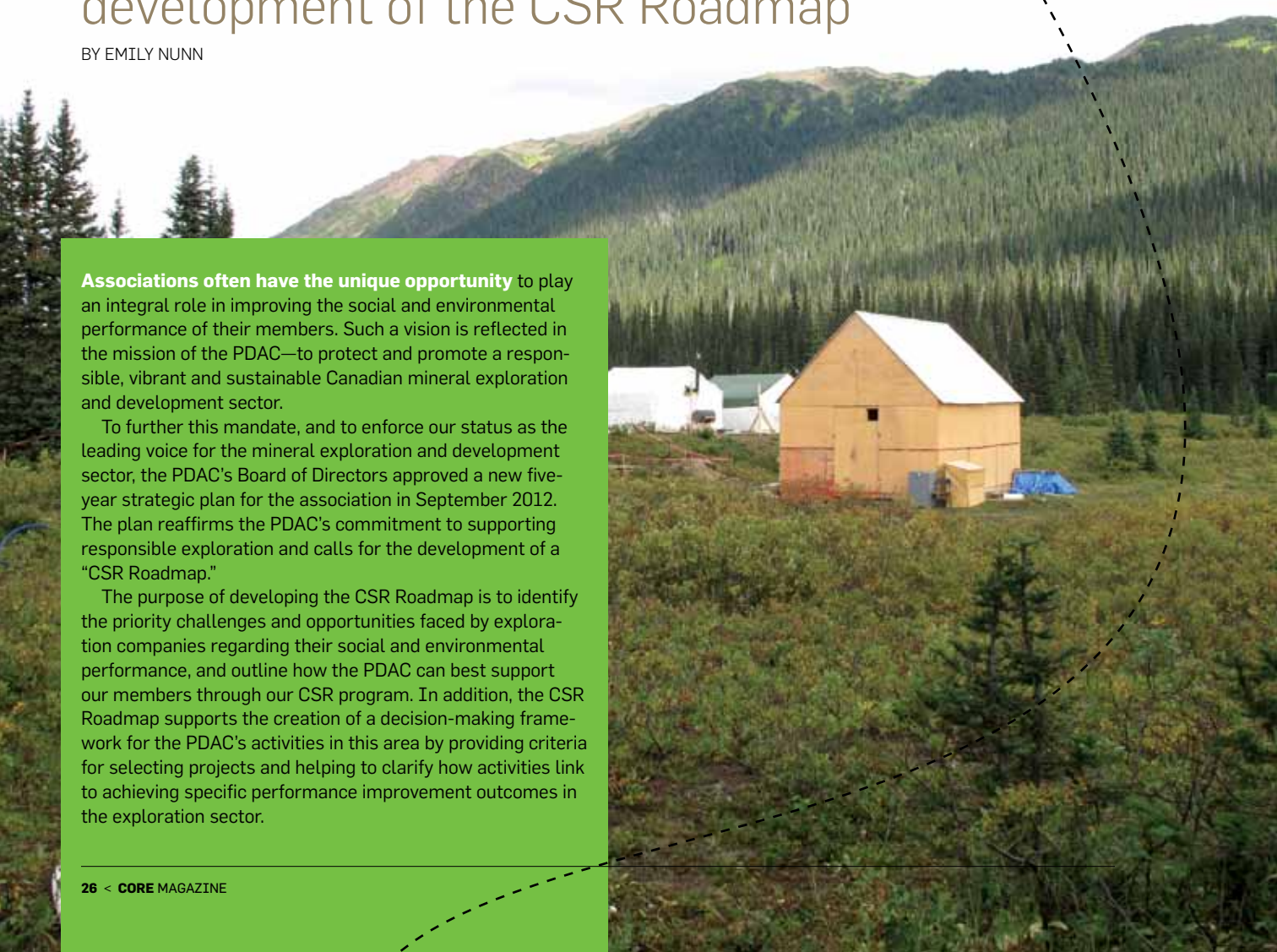
Towards responsible exploration: Building the CSR ROADMAP

The PDAC is working on creating roadmaps to further enhance each of our programs, as well as the resources we provide our members. Here is an inside look at the development of the CSR Roadmap

BY EMILY NUNN



Associations often have the unique opportunity to play an integral role in improving the social and environmental performance of their members. Such a vision is reflected in the mission of the PDAC—to protect and promote a responsible, vibrant and sustainable Canadian mineral exploration and development sector.

To further this mandate, and to enforce our status as the leading voice for the mineral exploration and development sector, the PDAC's Board of Directors approved a new five-year strategic plan for the association in September 2012. The plan reaffirms the PDAC's commitment to supporting responsible exploration and calls for the development of a "CSR Roadmap."

The purpose of developing the CSR Roadmap is to identify the priority challenges and opportunities faced by exploration companies regarding their social and environmental performance, and outline how the PDAC can best support our members through our CSR program. In addition, the CSR Roadmap supports the creation of a decision-making framework for the PDAC's activities in this area by providing criteria for selecting projects and helping to clarify how activities link to achieving specific performance improvement outcomes in the exploration sector.

WHO WE TALKED TO AND WHERE WE WENT

To begin building the CSR Roadmap, the PDAC conducted three months of outreach and gathered input from more than 220 members and industry stakeholders. Ten workshops were held over the course of the outreach period, the locations of which were selected in an attempt to capitalize on concentrations of PDAC member companies (i.e. Toronto, Vancouver), as well as the opportunity to organize sessions around events convening the mineral industry and its stakeholders (i.e. ExploMin in Lima, Peru). Specific sessions were held in Ottawa to facilitate engagement with government officials, and in Vancouver to involve representatives of the socially responsible investment community. In total, 100 people participated in the CSR Roadmap outreach workshops: 60% from industry, 13% from government, 13% from civil society, and 9% from the investment community.

Twenty-two interviews were conducted as part of the CSR Roadmap with a variety of thought leaders and industry stakeholders. Sixteen of the 22 interviews were conducted with individuals from industry, and the remaining six engaged individuals from government, civil society, media, academia, and the investment community.

An online web survey was also made available in English, French and Spanish, representing the three main languages in which PDAC members and industry stakeholders operate. The survey was accessible online for a period of six weeks and was promoted through PDAC networks and civil society channels. Ninety-eight people participated in the web survey representing companies or organizations with operations around the world: 79% from industry, 5% from civil society, 4% from government, 4% from academia, and 8% other.

WHAT WE LEARNED

To develop the CSR Roadmap, the PDAC sought input on the following three areas of inquiry:

1. What are the issues that exploration companies currently face regarding their social and environmental performance?

The majority of the issues that were identified by participants in the outreach process fell into three themes—the first being the relationship between companies and local communities. Participants in the outreach process identified a range of reasons why the relationship between a company and community may not develop smoothly, including limited capacity (meaning the skills, expertise, and know-how) within junior exploration companies to build positive and collaborative relationships with local communities near their projects; limited understanding within communities of the different stages of mineral development (i.e. exploration vs. mining and the impacts/opportunities associated with each); and the transparency and accuracy of information flows between companies, local communities, and other interested/affected groups.

The second theme of issues identified by participants related to the ability of host governments to effectively manage natural resource development. Participants from industry, government and civil society shared the perception that the governments of many countries with significant resource deposits lack the capacity to effectively manage mineral development. This in turn creates challenges in both ensuring a competitive business environment and implementing responsible exploration and mining. Particular issues that were raised included a lack of clarity around responsibilities for community consultation, specifically whether relevant regulations apply at the exploration stage, and a lack of resources on the part of host governments to effectively monitor compliance with regulations, for example, the tools required to measure and monitor impacts on local water sources.

The third theme of issues facing exploration companies related to the business case for CSR within the junior exploration sector. It was identified by many participants that there remains a number of junior exploration companies that seem unwilling or unable to invest the time and money required to support the adoption of responsible exploration practices. It was suggested that this is likely because many exploration companies do not understand the business case for CSR, meaning they do not see how improving their social and environmental performance can help the company to gain and maintain access to land and capital, and to save time and money by preventing or mitigating the impact of operational delays. Some industry participants noted that the high-risk, high-return business model of exploration is not seen to be compatible with CSR, and that this makes it difficult for companies to justify to their investors spending time and money on initiatives to improve their social and environmental performance.

2. What are the drivers of improved social and environmental performance by exploration companies?

Two factors emerged from participant discussions of what drives exploration companies to make the investments necessary to improve their social and environmental performance. The first factor, which resonated most strongly with participants, focused on the business case for responsible exploration, as discussed above. Participants felt that companies currently making investments to improve their social and environmental performance do so as a way to mitigate risks, avoid obstacles, minimize opposition to a project and secure a social license to operate (i.e. access to land for the development of their projects). Some industry participants noted that they promote their investments in CSR as a way to reassure investors of the ability of the project to advance.

The second factor was the leadership of individuals within a company and their ability to implement shifts in corporate culture towards the incorporation of social and environmental responsibility into all aspects of corporate behaviour. Participants noted that corporate commitment to investing in responsible exploration was a function both of leadership from the top (i.e. a member of the senior management who champions improved social and environmental performance within the company) as well as leadership from below (i.e. from a new generation of exploration geologists who bring to the industry a personal commitment to social and environmental responsibility).

3. What should the role of the PDAC be with regards to the social and environmental performance of exploration companies?

The recommendations received from participants in the PDAC CSR Roadmap outreach process were numerous and broad ranging. The majority of recommendations shared by participants fell into the following categories:

1. Help junior exploration companies develop the capacity required to engage and develop positive relationships with communities.
2. Support efforts by the Government of Canada and other actors to build the capacity of 'host countries' to effectively manage the development of their natural resources.
3. Strengthen and promote the business case for CSR.
4. Work with other international mineral associations and related organizations/networks to develop and implement programs that support responsible exploration in their own jurisdictions.

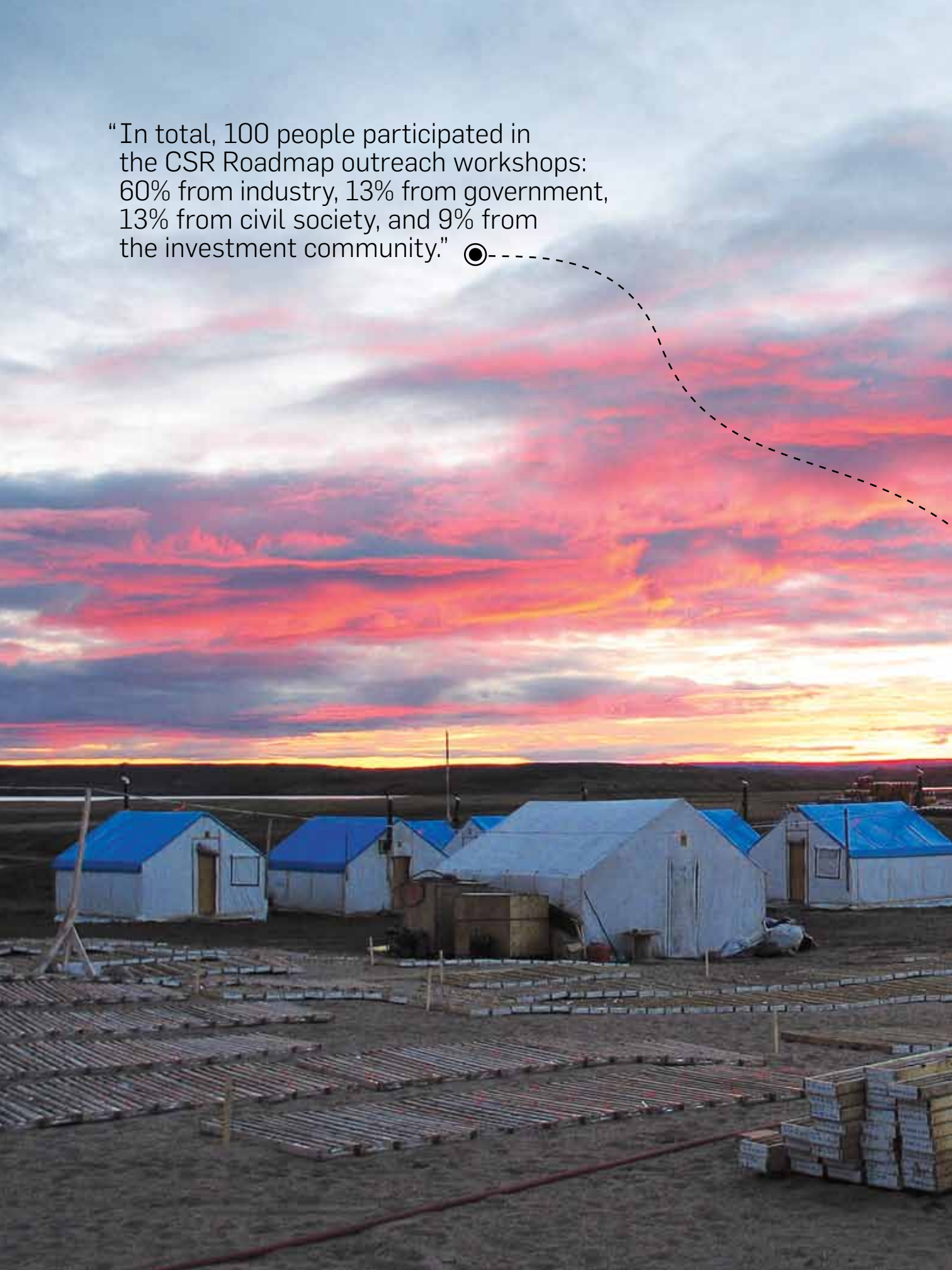
Many recommendations specifically focused on enhancements to activities currently undertaken as part of the PDAC's CSR program, in particular the need to increase the accessibility and functionality of *e3 Plus: A Framework for Responsible Exploration*, the PDAC's online information resource.

While the above recommendations do not necessarily reflect the opinion of the PDAC, they will be taken into consideration as the association works to develop the CSR Roadmap. A full list of the recommendations made by participants is included in a report on the outreach process for the CSR Roadmap, which is available on the PDAC website.

GOING FORWARD

The input received through the outreach process will inform the development of the PDAC's CSR Roadmap, which will in turn guide the work of the association's CSR program and shape our efforts to improve the social and environmental performance of exploration companies. The PDAC would like to thank all those who participated in the outreach process. For further information on the work being done by the PDAC to support responsible exploration, including the development of the CSR Roadmap, please contact Emily Nunn, Manager, Corporate Social Responsibility at **enunn@pdac.ca**. **c**

"In total, 100 people participated in the CSR Roadmap outreach workshops: 60% from industry, 13% from government, 13% from civil society, and 9% from the investment community."



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